



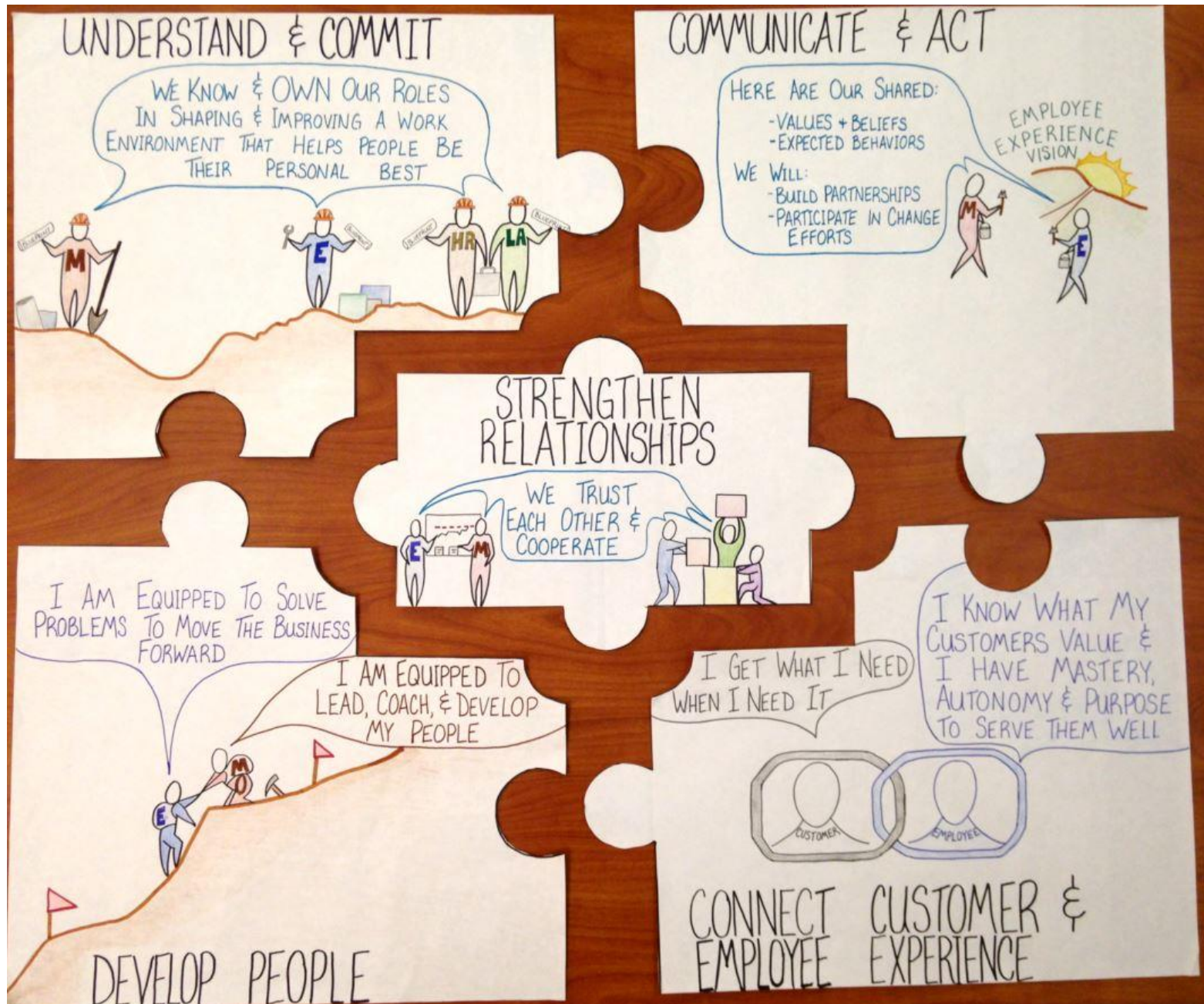
# EMPLOYER OF CHOICE

## LEARNING TOOLS

02.04.2014

HR Managers Meeting

# LEARNING: Key actions agencies have found help improve employee experience



# UNDERSTAND & COMMIT

WE KNOW & OWN OUR ROLES  
IN SHAPING & IMPROVING A WORK  
ENVIRONMENT THAT HELPS PEOPLE BE  
THEIR PERSONAL BEST



- **Senior leaders:**
  - Set the tone, goals, & expectations
  - Model behaviors & develop them in others
  - Create capacity, safety, & urgency for change
- **Line managers:**
  - Shape the daily work experience
  - Help others understand changes & their impact
  - Coach & enable others
- **Human Resource & Lean advisors** provide expertise & development opportunities
- **Employees** actively seek out ways to engage & to improve daily work experience



- Employee experience is not a task that can be delegated
- Roles and structure (interconnections) must be defined

**How do we create a shared blueprint for shaping a better employee experience?**



# COMMUNICATE & ACT

HERE ARE OUR SHARED:

- VALUES + BELIEFS
- EXPECTED BEHAVIORS

WE WILL:

- BUILD PARTNERSHIPS
- PARTICIPATE IN CHANGE EFFORTS

EMPLOYEE  
EXPERIENCE  
VISION



Leaders and employees share clarity about:

- Where we are headed and why it's better
- Standards or expectations around employee experience
- Key actions that will help us change and learn

Structured problem-solving, experiments, and measures of success beyond the annual survey are used to improve employee experience.

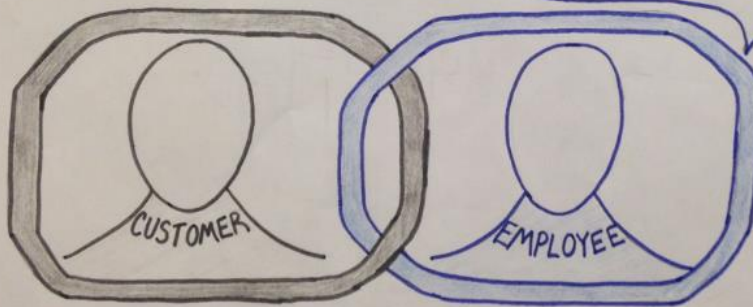


- Without a clear, unified, foundational vision (target) for employee experience, it's difficult to problem-solve

**What does the ideal employee experience look like?**

I GET WHAT I NEED  
WHEN I NEED IT

I KNOW WHAT MY  
CUSTOMERS VALUE &  
I HAVE MASTERY,  
AUTONOMY & PURPOSE  
TO SERVE THEM WELL



CONNECT  
EMPLOYEE CUSTOMER &  
EXPERIENCE

### Customers:

- Have opportunities to share their experience and what they value

### Employees:

- Understand how they're directly impacting customers
- Are enabled to make improvements for their customers

### Leaders:

- Foster understanding of both the process and results
- Remove barriers that prevent improvement

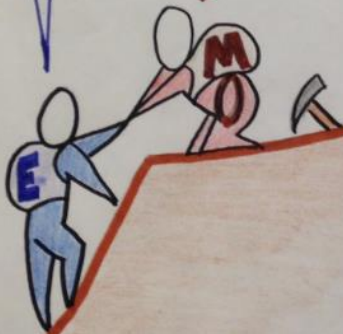


- Rolled up customer satisfaction data can't substitute for personal knowledge about impact

**How can we create short, direct feedback loops between customers and employees?**

I AM EQUIPPED TO SOLVE  
PROBLEMS TO MOVE THE BUSINESS  
FORWARD

I AM EQUIPPED TO  
LEAD, COACH, & DEVELOP  
MY PEOPLE



DEVELOP PEOPLE

- People are developed through experience solving real work problems one at a time.
- People receive:
  - Training
  - Tools
  - Time to practice
  - Coaching & feedback
  - Safety to fail and learn



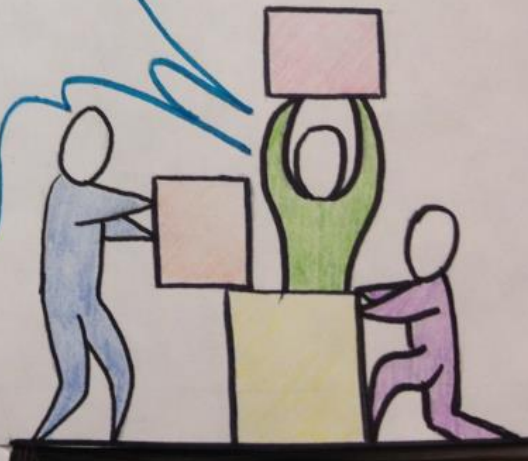
- Treating development and problem-solving as an add-on to 'regular work' limits our capacity for improvement

**How can we make problem-solving and learning the way we approach work?**



# STRENGTHEN RELATIONSHIPS

WE TRUST  
EACH OTHER &  
COOPERATE



- The condition of relationships is assessed as part of improving employee experience
- Trust and relationship repair are built into action plans



- Ignoring relationship dynamics limits our capacity for improvement

**How can we constantly strengthen relationships?**

# TOOLS

## **Employee Engagement Problem-solving Guide**

- Guidance for Steps in Problem-solving
- Problem-solving Worksheets
- Observation Tools
- Experiment Description

## **Role Descriptions**





# QUESTIONS

